

**Addressing the impact of NHS Wales Medical and Dental Agency and Locum deployment
in Wales – WHC/2017/042**

PROGRESS REPORT to reflect the activity during the period of

1st May to 31st May 2018

1.0 Introduction

Welsh Government (WG) issued a Welsh Health Circular WHC/2017/042 on 23rd October 2017 “Addressing the impact of NHS Wales Medical and Dental Agency and Locum deployment in Wales”.

The Circular required Health Boards to nominate an Executive Director lead to prepare monthly progress reports for Board level scrutiny, which are subsequently forwarded to WG for information. Abertawe Bro Morgannwg University Health Board (the Health Board) nominated the Executive Medical Director as their Executive lead.

This report reflects the May data following implementation of the capped rates.

The Circular required Health Boards to report on the progress of the implementation plan for capped rates, and specifically required information on the following:

1. An assessment of the effectiveness of the control framework and information about whether any changes have been made as a result of lessons learned during operation;
2. An updated risk assessment incorporating lessons learned from any practical issues which have arisen during implementation, and the ways the risks will be mitigated or managed;
3. A comparison of the actual savings compared to the projected savings and an assessment of the confidence in the accuracy of the data;
4. An anonymised list of the number of agency workers paid (later confirmed by WG to be ‘booked’) above the capped rates, including details of the number of hours/sessions they have delivered and their specialty;
5. An anonymised summary which sets out the expenditure made to each of the ten highest paid (i.e. those paid the highest hourly rate) agency workers including details of the hours/shifts worked, their specialty and length of current assignment with the organisation;
6. An anonymised summary of the longest serving agency workers i.e. those working for the longest consecutive period, including their specialty, details of the hours/shifts worked and length of assignment;
7. An anonymised summary of the number of exceptions that have been authorised for Internal Ad Hoc Locum Cover in excess of the agreed cap including the number of hours/sessions they have delivered and their specialty;
8. An anonymised summary which sets out the expenditure made to each of the ten highest paid ad hoc locum workers including details of the hours/shifts worked;

9. An anonymised summary of any individual paid more than £120 per hour or more including their specialty, details of hours/shifts worked, whether they are providing Internal Ad Hoc Locum Cover or supplied by and Agency and length of assignment for agency staff.

The Health Board (HB) is confident that the data presented for agency workers by Medacs Healthcare is accurate. There has not been the same confidence in the internal ad hoc locum data as the process and systems used were bedding in. The data this month however has continued to improve in terms of completeness, accuracy and quality. The Health Board continues however to review processes and systems and where necessary make changes to work towards 100% accurate recording of ad hoc locum data. The Health Board is continuing to provide training on the capped rate processes and requirements and holds regular lessons learned sessions given the multitude of individuals who are required to use the new system.

2.0 An assessment of the effectiveness of the control framework and information about whether any changes have been made as a result of lessons learned during operation.

The Agency Cap Task and Finish Group (the Group) continue to meet to undertake a review of progress made with implementation of the capped rates, and agree changes to the process and systems if necessary. The Group identifies further training requirements for the Delivery Units and which front line staff will benefit from one to one training. Recently changes have been made to the data set for capturing data in line with WG reporting requirements, which is increasing the HB's ability to report ad hoc locum information more accurately.

The Units within the HB are holding weekly local scrutiny panels to consider shifts that breach before escalation to the appropriate Executive Director. There is evidence that the work of these panels is maturing.

A further scrutiny panel is held monthly which is attended by the Executive Directors. At these scrutiny panels, the Executive Directors scrutinise the decisions taken by the Delivery Units to encourage greater challenge or to ratify their work and discuss how to improve compliance with the process.

3.0 An updated risk assessment incorporating lessons learned from any practical issues, which have arisen during implementation and the ways the risks will be mitigated or managed

Nature of risk	Description	Mitigating actions
Recording of the Internal Ad Hoc Locum shifts	Further data is required for accurate data.	Updated information recorded and one to one training arranged for front line staff
Breaches of Internal Ad Hoc Locum Price Caps	Some departments have high vacancies and have breached capped rates to secure locums Alternative is paying Consultants to be resident which has a much higher cost	Breaches scrutinised by each unit prior to Executive scrutiny panel. Review of recruitment options
Exclusion of GPs in the WHC	GP's approached to cover secondary locum shifts have declined as they can earn more as a locum GP.	May be beneficial to introduce a capped rate for GP's although it is accepted however that GP OOHs is very fragile at present. This requires WG approval.
Mixed Grades on Rotas	Currently grade of vacancy is paid to ad hoc locums. This is proving difficult as higher grade doctors not content to receive a lower grade locum rate when sharing rotas	Consider if the rate for the grade of the vacancy is paid however, no doctor should receive less than the rate for their grade. This requires WG approval.
SAS sharing rotas with trainees	This is the same point as above however this mix of grades seems to prove more contentious as trainees consider that all on a Middle Grade rota should be paid the same rate	If the proposal above is implemented it should be monitored to establish if this also address issues for Middle Grade rotas

4.0 A comparison of the actual savings compared to the projected savings and an assessment of the confidence in the accuracy of the data

Please refer to Appendix 1 attached.

5.0 An anonymised list of the number of agency workers paid above the capped rates, including details of the number of hours/sessions they have delivered and their speciality

5.1 Agency Workers who had assignments confirmed and rates agreed prior to 13.11.17 who are above the cap (please note that many of these will now have left, transferred to NHS, reduced to cap etc as in the set out in the Table above).

Number (from highest to lowest paid)	Hours Worked (01.05.18 to 31.05.18)	Specialty	% variance to price cap
1	166	Oncology	+21%
2	1,385	Mental Health	-7%
3	200	General Medicine	+50%
4	963	Mental Health	+21%
5	8,633	Obs & Gynae	+39%
6	750	Mental Health	+16%
7	4,197	General Medicine	+8%
8	284	General Medicine	+34%

5.2 Agency Workers who had assignments confirmed during May 2018 and (rates agreed after the 13.11.17) who are above the cap

Number (from highest to lowest paid)	Hours Booked (01.04.18 to 30.04.18)	Specialty	% variance to price cap
1	26.5	Radiology	+104%
2	240	Radiology	+54.28%
3	120	Radiology	+54.28

5.3 New assignments sourced at cap since 13.11.17 have included:

5.4 Summary of hours booked in May 2018

Hours booked at Cap	513.50
Hours booked above Cap	1,964.50
Extensions to bookings made prior to 13.11.17 above Cap	9

6.0 An anonymised summary which sets out the expenditure made to each of the ten highest paid (i.e. those paid the highest hourly rate) agency workers including details of the hours/shifts worked, their specialty and length of current assignment with the organisation

Number (from highest to lowest paid)	Total Cost hourly rate	Hours worked (01.04.18 to 30.04.18)	Specialty	Length of current assignment	Expenditure
1	£198	26.5	Radiology	3 Days	£5,247
2	£150	240	Radiology	4 weeks	£36,000
3	£150	120	Radiology	2 weeks	£18,000
4	£150	100	Radiology	8 days	£15,000
5	£150	60	Radiology	1 week	£9,000
6	£150	60	Radiology	1 week	£9,000
7	£150	48	Radiology	4 days	£7,200
8	£113.87	487.50	Mental Health	3 Months	£55,511
9	£85.64	12	Gen Med	1 Day	£1,027
10	£79.97	44	Gen Surg	1 week	£3,518

7.0 An anonymised summary of the longest serving agency workers i.e. those working for the longest consecutive period, including their specialty, details of the hours/shifts worked and length of assignment

A list of the Top 10 have been presented.

Number (from longest consecutive period)	Specialty	Aggregate of Hours worked	Length of assignment
1	Obs & Gynae	9,467.50	4 years 6 months
2	Paeds	7,398	3 years 6 months
3	Rehabilitation	6,687	3 years 2 months
4	Gen Med	5,180.50	2 years 4 months
5	Obs & Gynae	3,526.50	1 year 6 months
6	Oncology	3,212	1 year 5 months
7	Gen Med	3,014	1 year 4 months
8	Adult Psych	2,450	1 year 1 month
9	Haematology	2,100	1 year
10	Oncology	1,524	1 year

8.0 An anonymised summary of the number of exceptions that have been authorised for Internal Ad Hoc Locum Cover in excess of the agreed cap including the number of hours/sessions they have delivered and their specialty

Breached capped Rate	Service	No. of Bookings	Hours Worked	Percentage of Compliance*
Yes	Surgery	8	80.00	6%
	Anaesthetics	82	499.50	60%
	Emergency	42	343.50	33%
	Medicine	32	368.00	37%
	Paediatrics	1	12.50	6%
No	Surgery	127	2112.25	94%
	Anaesthetics	53	572.00	40%
	Emergency	82	785.50	67%
	Medicine	53	1299.12	63%
	Obstetrics	46	413.90	100%
	Paediatrics	15	174.50	94%
	Mental Health	70	719.75	100%
	Radiology	2	128.00	100%

*Percentage of the total returns in that specialty

The HB has growing confidence in the internal ad hoc locum data as the data captured and reporting systems have now bedded in, and we continue to work through some lessons learned in relation to recording 100% of the activity. However, it has been highlighted that some areas where Consultants are back-filling sessions and claiming WLI rates (not a true WLI), this information in some areas has not been entered on the spreadsheet and therefore we may see an increase in spend as this is being addressed.

However, during this month's reporting it has highlighted that some areas are reporting locums booked/worked in April and June and the breakdown is highlighted below and this will be picked up with the various areas concerned:

Unit	Bookings	Hours	Total Cost
Morrison	6	131	£6,322.00
Princess of Wales	1	15	£675.00
Singleton*	4	43.50	£2,844.60

*Singleton has included bookings for beginning of June

9.0 An anonymised summary, which sets out the expenditure made to each of the highest paid ad hoc locum workers including details of the hours/shifts worked

No.	Specialty	Grade	Unit	Hrs Booked	Avg Hourly Rate	Sum of Total Cost
1	Anaesthetics	Consultant	POW Unit	15	156.13	£2,341.95
2	Emergency Medicine	Consultant	Morrison	8	160.00	£1,280.00
3	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
4	Anaesthetics	Consultant	POW Unit	3.75	154.40	£579.00
5	Anaesthetics	Consultant	POW Unit	7.5	154.40	£1,158.75
6	Anaesthetics	Consultant	POW Unit	18.75	154.40	£2,895.00
7	Anaesthetics	Consultant	Morrison	18.75	154.40	£2,895.00
8	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
9	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
10	Anaesthetics	Consultant	POW Unit	3.75	154.40	£579.00
11	Anaesthetics	Consultant	Morrison	15	154.40	£2,316.00
12	Anaesthetics	Consultant	Morrison	22.5	154.40	£3,474.00
13	Anaesthetics	Consultant	POW Unit	33.75	154.40	£5,211.00
14	Anaesthetics	Consultant	Morrison	11.25	154.40	£1,737.00
15	Anaesthetics	Consultant	Morrison	7.50	154.40	£1,158.75
16	Anaesthetics	Consultant	POW Unit	30.00	154.40	£4,632.00
17	Anaesthetics	Consultant	Morrison	22.5	154.40	£3,474.00
18	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
19	Anaesthetics	Consultant	Morrison	15	154.40	£2,316.00
20	Anaesthetics	Consultant	POW Unit	15	154.40	£2,316.00
21	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
22	Anaesthetics	Consultant	POW Unit	7.5	154.40	£1,158.75
23	Anaesthetics	Consultant	Morrison	3.75	154.40	£579.00
24	Anaesthetics	Consultant	Morrison	15	154.40	£2,316.00
25	Anaesthetics	Consultant	Morrison	26.25	154.40	£4,053.00
26	Anaesthetics	Consultant	Morrison	3.75	154.40	£579.00
27	Anaesthetics	Consultant	Morrison	15.00	154.40	£2,316.00
28	Anaesthetics	Consultant	POW Unit	11.25	154.40	£1,737.00
29	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
30	Anaesthetics	Consultant	Morrison	15	154.40	£2,316.00
31	Anaesthetics	Consultant	Morrison	7.5	154.40	£1,158.75
32	Anaesthetics	Consultant	Morrison	15	154.40	£2,316.00
33	Anaesthetics	Consultant	Morrison	18.75	154.40	£2,895.00
34	Anaesthetics	Consultant	POW Unit	18.75	154.40	£2,895.00
35	Anaesthetics	Consultant	Morrison	3.75	154.40	£579.00
36	Anaesthetics	Consultant	Morrison	3.75	154.40	£579.00

The capped rate for consultant is £97.22. Again, Anaesthetics are showing to be the highest paid consultants.

10.0 An anonymised summary of any individual paid more than £120 per hour or more including their specialty, details of hours/shifts worked, whether they are providing Internal Ad Hoc Locum Cover or supplied by and Agency and length of assignment for agency staff.

Number (from highest to lowest paid)	Total Cost hourly rate	Hours Booked in month	Specialty	Agency or Internal Ad Hoc Locum	Length of assignment
1	156.13	15	Anaesthetics	Internal	N/A
2	160.00	8	Emergency Medicine	Internal	N/A
3	154.40	7.5	Anaesthetics	Internal	N/A
4	154.40	3.75	Anaesthetics	Internal	N/A
5	154.40	7.5	Anaesthetics	Internal	N/A
6	154.40	18.75	Anaesthetics	Internal	N/A
7	154.40	18.75	Anaesthetics	Internal	N/A
8	154.40	7.5	Anaesthetics	Internal	N/A
9	154.40	7.5	Anaesthetics	Internal	N/A
10	154.40	3.75	Anaesthetics	Internal	N/A
11	154.40	15	Anaesthetics	Internal	N/A
12	154.40	22.5	Anaesthetics	Internal	N/A
13	154.40	33.75	Anaesthetics	Internal	N/A
14	154.40	11.25	Anaesthetics	Internal	N/A
15	154.40	7.50	Anaesthetics	Internal	N/A
16	154.40	30.00	Anaesthetics	Internal	N/A
17	154.40	22.5	Anaesthetics	Internal	N/A
18	154.40	7.5	Anaesthetics	Internal	N/A
19	154.40	15	Anaesthetics	Internal	N/A
20	154.40	15	Anaesthetics	Internal	N/A
21	154.40	7.5	Anaesthetics	Internal	N/A
22	154.40	7.5	Anaesthetics	Internal	N/A
23	154.40	3.75	Anaesthetics	Internal	N/A
24	154.40	15	Anaesthetics	Internal	N/A
25	154.40	26.25	Anaesthetics	Internal	N/A
26	154.40	3.75	Anaesthetics	Internal	N/A
27	154.40	15.00	Anaesthetics	Internal	N/A
28	154.40	11.25	Anaesthetics	Internal	N/A
29	154.40	7.5	Anaesthetics	Internal	N/A
30	154.40	15	Anaesthetics	Internal	N/A
31	154.40	7.5	Anaesthetics	Internal	N/A
32	154.40	15	Anaesthetics	Internal	N/A
33	154.40	18.75	Anaesthetics	Internal	N/A
34	154.40	18.75	Anaesthetics	Internal	N/A
35	154.40	3.75	Anaesthetics	Internal	N/A
36	154.40	3.75	Anaesthetics	Internal	N/A
37	198.00	26.5	Radiology	Off Contract Agency	3 Days

38	150.00	240	Radiology	Off Contract Agency	4 weeks
39	150.00	120	Radiology	Off Contract Agency	2 weeks
40	150.00	100	Radiology	Off Contract Agency	8 days
41	150.00	60	Radiology	Off Contract Agency	1 week
42	150.00	60	Radiology	Off Contract Agency	1 week
44	150.00	6048	Radiology	Off Contract Agency	4 days

The Capped rate for consultants is £97.22

11.0 Compliance with the CCS framework to procure agency workers

Number of Drs Booked	Number Drs Booked MasterVend	Number Drs Booked outside MasterVend	Number Drs booked outside CCS Framework
27	20	6	1

12.0 Progress made in renegotiating rates of agency workers who had assignments booked prior to the 13th November 2017.

Original RAG		
RAG STATUS	No	%
Finished	24	63.16%
Refused to Lower	5	13.16%
Lowered to Cap	9	23.68%
Total	38	100.00%

The number of doctors who have reduced their rates this month from the original establishment is one.

13.0 Other useful Key Statistics

Agency

Attached as Appendix 2 is the spreadsheet relating to Agency shifts. The total number of external agency assignments booked in April was 47 including non Medacs shifts. 17 (36.2%) of these were paid at the capped rate or below the cap. 94% of these assignments were booked to cover vacancies, with 6% to cover sickness absence. The cost attributed to engaging external agency doctors for May 2018 was £235,551. The Princess of Wales (POWH) has utilised the greatest number of agency doctors, booking 14 assignments at a cost of £122,231; Singleton utilised 4 assignments at a cost of £3,729; Morrision utilised 15 assignments at a cost of £37,789, whereas Neath booked 1 with a related cost of £2,059 and Mental Health booked 13 assignments at a cost of £69,732.

Ad hoc Locums

Attached as Appendix 3 is the spreadsheet relating to internal ad hoc locum shifts. In May 2018, of the 613 ad hoc locum assignments, 448 (73.1%) were paid at or below the capped rate. The value of internal ad hoc locum usage was £478,870. Morriston utilised the greatest number of bookings: 314 with 118 breaches of the cap. POWH booked 112 with 23 breaches. Singleton utilised 96 with 14 breaches of the cap. Mental Health booked 70 with no breaches and Neath booked 21 with 10 breaches of the cap.

13.0 Conclusion

The HB continues to work hard in embedding the process. There is high confidence in the Medacs data. A substantial amount of work has been undertaken to improve the quality of the internal ad hoc locum data. There is growing evidence that external supply is being affected due to market forces. It is also thought that the inability to pay accommodation and travel is having a negative impact on supply. It is critical therefore given that this is now the sixth report that the HB and NHS Wales begin to look for alternative solutions to improve the supply of doctors in a number of specialties to reduce the reliance on Agency or ad hoc locum doctors. The HB would also welcome feedback from Welch Government on the data and reports submitted so far.

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